



FY 2019-2021

Strategic Plan

Durham: What's Next?

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One Vision, Five Goals

The City of Durham Strategic Plan serves as a roadmap to make Durham a diverse, welcoming and innovative community. Over 2,600 City of Durham employees provide services every day that make Durham a great place to live, work, and play. While our mission remains the same, the City's Strategic Plan and the five goals that are the framework for the activities, programs, and services associated with them, are new – **changed to build on how Durham is transforming to meet the needs of the growing, diverse, and inclusive community that we strive to be.** Over the past year the Strategic Plan has been undergoing a refresh, getting input from our employees who serve on strategic goal teams, and reflecting the feedback provided by residents. This plan will serve as the **guiding vision and action plan for the City of Durham over the next three years.**

Our Goals

- Innovative and High-Performing Organization
- Creating a Safer Community Together
- Shared Economic Prosperity
- Connected, Engaged, and Diverse Communities
- Sustainable Natural and Built Environment

GOAL

Innovative and High Performing Organization

Provide professional management that encourages a culture of innovation, collaboration, and transparency in order to deliver quality services through an exceptional workforce.

OBJECTIVES

- **Promote Internal and External Collaboration to Deliver Outstanding Service to All Customers**
The City achieves better results when departments work together to ensure seamless service delivery.
- **Promote Organizational Sustainability**
Improve Durham by encouraging innovation and strategically utilizing resources to achieve efficiency, resiliency and adaptability.
- **Enable the Community to Effectively Engage with Local Government**
Effectively involve the community in decision making, problem solving and continuous improvement through information sharing, collaboration and partnerships.
- **Cultivate a Diverse, Engaged, and Healthy Workforce Dedicated to Public Service**
Attract and retain high performing employees with diverse talents, skills, abilities, backgrounds and experiences who are committed to excellence.



OBJECTIVE

Promote Internal and External Collaboration to Deliver Outstanding Service to All Customers

Innovative and High Performing Organization

INITIATIVES

- Develop and implement customer service improvements for Durham One Call, Water Management, and Solid Waste with a focus on ***process***.
- Develop and implement customer service improvements for Durham One Call, Water Management, and Solid Waste focusing on ***people***.
- Develop and implement customer service improvements for Durham One Call, Water Management, and Solid Waste with the focus on ***technology***.

OBJECTIVE

Promote Organizational Sustainability

Innovative and High Performing Organization

INITIATIVES

- Develop and implement a continuous improvement program that includes evaluation and process improvement to analyze and improve City services.
- Utilize lessons learned from IdeaStarter to increase funding and develop training for employees to expand innovation and process improvement.
- Develop a Data Academy to create a common set of skills in research, data visualization, experimentation, data gathering and analysis.
- Create opportunities for strategic and collaborative leadership development.
- Develop and implement a citywide STAT model to better use data and implement the Strategic Plan.
- Enhance partnerships with businesses and community organizations to solve organizational problems and test new technologies.
- Identify internal structure and implementation framework for the City's racial equity program.

OBJECTIVE

Enable the Community to Effectively Engage with Local Government

Innovative and High Performing Organization

INITIATIVES

- Make all legally available data freely accessible to public, share tools on how to use it.
- Create new opportunities for youth to engage in local government planning and decision-making processes.
- Develop a democratic process to give residents direct decision-making power over a portion of the budget.
- Develop and implement a Language Access Plan to provide guidance to departments to help prioritize efforts to improve access.
- Reconvene Neighborhood College to provide residents an opportunity to learn about local government services.
- Provide internal support to departments so they can disaggregate data to understand racial disparities to ensure equitable provision to all communities.



OBJECTIVE

Cultivate a Diverse, Engaged, and Healthy Workforce dedicated to Public Service

Innovative and High Performing Organization

INITIATIVES

- Create and implement an organization-wide process to define core values.
- Identify groups that the City should recruit to address inequities or align with City values (i.e., justice involved, local residents).
- Lead the City in strategic workforce and succession planning.
- Develop an outcome based wellness program.

A background image showing a community event. On the left, a man in a tan shirt and hat carries a large yellow stuffed animal. In the center, a police officer in a dark uniform with a badge is talking to a group of people, including a woman in a bright green shirt. On the right, a woman in a white tank top and blue jeans walks. The background shows residential houses and a clear sky.

GOAL

Creating a Safer Community Together

Build a community that allows residents to live, work, and play safely, free from harm and hazards.

OBJECTIVES

- **Reduce Harm**
Keep our residents safe.
- **Prioritize Building Relationships**
Strengthen community relations and improve public perception through proactive community engagement.
- **Improve Operational Efficiency**
Improve departmental effectiveness through increased operational and administrative efficiency.
- **Improve Public Safety Outcomes**
Facilitate high survivability of fire, medical, and other hazardous emergencies.

The background image shows a residential street scene. On the left, a man in a tan shirt and dark pants is walking, carrying a large, yellow, stuffed animal. In the center, there's a white house with a dark roof. On the right, a police officer in a dark uniform is walking alongside a woman in a white tank top and blue jeans. They are on a paved street with houses in the background.

OBJECTIVE

Reduce Harm

Creating a Safer Community Together

INITIATIVES

- Increase focus on reducing gun crimes through a variety of enforcement strategies and education.
- Expand use of Crisis Intervention Team (CIT) and de-escalation training, thus enabling officers to utilize situationally appropriate response techniques.
- Develop joint community risk reduction activities based on community needs and data trends.
- Develop internal partnerships to create new innovative approaches to reducing harm. (DPR, NIS, WM Code Enforcement Collaborative)
- Address issues related to gang violence through public/private partnerships.
- Create Vision Zero action plan and deliver speed management projects.
- Decrease amount of time from referral for CIT intervention to patient contact.

OBJECTIVE

Proactive Relationship Building

Creating a Safer Community Together

INITIATIVES

- Increase the use of the Police Community Engagement Unit, especially in socio-economically challenged areas and within Durham's housing community, to create meaningful engagement opportunities.
- Expand educational opportunities for both residents and employees to encourage a mutual appreciation and understanding of issues facing Durham.
- Implement strategies aimed to diversify each public safety agency so that they reflect the community.
- Partner with local Hispanic organizations and residents to create opportunities to learn about, and understand, the specific challenges facing the Hispanic community.
- Emphasize the core values and expectations of the public safety departments and encourage employees to demonstrate these through personal interactions with community members.
- Implement strategies to increase mutual appreciation and understanding of vulnerable communities.



OBJECTIVE

Improve Operational Efficiency

Creating a Safer Community Together

INITIATIVES

- Analyze and adjust Police patrol work schedule to align resources with operational demand.
- Analyze beat structure to help improve integrity and “in district” call response.
- Implement quality assurance systems that support divisional programming efforts.
- Develop a program for all public safety non-sworn employees that can aid them in their professional development while also soliciting input on problem solving and innovative ideas.
- Transition to contemporary dispatch methods that allow emergency communications to better process 911 calls and deploy first responders.

The background image shows a residential street scene. On the left, a man in a brown shirt and hat is carrying a large, yellow, stuffed animal. In the center, there are several houses with different colored siding (white, grey, brown). On the right, a police officer in a dark uniform is walking next to a woman in a white tank top and blue jeans. The sky is overcast.

OBJECTIVE

Improve Public Safety Outcomes

Creating a Safer Community Together

INITIATIVES

- Evaluate delivery of calls related to emergency medical services to identify opportunities to improve patient outcomes.
- Design and deploy innovative first responder training to ensure preparedness for emerging and evolving threats.
- Improve the quality and speed of fire and medical emergency medical responses.
- Utilize key metrics to identify gaps in response strategies and implement protocols and programs to reduce the occurrence and severity of the community's most detrimental incidents.
- Design, deliver, and deploy effective community risk reduction programs.



GOAL

Shared Economic Prosperity

Enable an environment in which human and workforce development and business growth occur to encourage an inclusive economy.

OBJECTIVES

- **Create an Inclusive Development Environment**

Create an efficient, transparent, and cost effective development environment, which encourages equity, access and inclusion.

- **Build a Talented, Competitive Workforce**

Meet the talent demands of Durham businesses while facilitating career opportunities for residents to be gainfully employed by using innovative worked-based learning, career pathways and job training programs.

- **Grow a Civic Infrastructure**

Cultivate public private partnerships toward shared economic prosperity.

OBJECTIVE

Create an Inclusive Development Environment

Shared Economic Prosperity

INITIATIVES

- Evaluate full cost recovery model for the development review program, where program application fees cover the cost of City review.
- Evaluate and propose a grant program or other means of ensuring equitable access to development review program permits and approvals, especially for low and moderate-income homeowners and entrepreneurs.
- Create a dedicated fund for development review activities, which will allow for investments such as digital submittal and review and retention of employees during brief periods of reduced development activity.
- Establish consistent and committed service levels between all development review departments.
- Conduct annual evaluation of the development review program.
- Implement a system of digital submittal, review and approval.
- Evaluate and propose new development review products, such as face-to-face reviews, expedited reviews and after-hours inspections.
- Evaluate and propose an approach and governance program for consolidated records management between development review departments and conversion of historic paper records to digital format.



OBJECTIVE

Build a Talented, Competitive Workforce

Shared Economic Prosperity

INITIATIVES

- Grow the Durham Youth Internship Program from 200 to 1,000 placements.
- Re-design and implement an employment program for justice-involved residents.
- Engage the business community to gather data to understand their workforce needs and employment skill gaps within the local and regional labor market.
- Engage residents as well as internal and external partners to understand the barriers residents face to employment and career advancement.
- Fulfill the workforce needs of the business community by connecting residents to career pathways and work-based learning programs.
- Explore three apprenticeship tracks across non-traditional industry sectors in partnership with Durham Public Schools and Durham Technical Community College.



OBJECTIVE

Grow a Civic Infrastructure

Shared Economic Prosperity

INITIATIVES

- Re-evaluate City's Economic Incentive Policy to create jobs for Durham residents.
- Convene national and international foundations to leverage resources and establish relationships.
- Convene financial institutions to leverage access to capital for small businesses.
- Host private sector roundtables to discuss the potential leveraging of Corporate Social Responsibility (CSR) resources.
- Establish an initiative centered on collaboration with area educational institutions that will focus on talent and technical assistance.
- Improve community capacity to provide economic opportunities for justice-involved individuals.
- Identify and recommend an approach to strategic community partnerships.
- Assess the barriers for small, minority-owned and women-owned businesses.
- Create a financial inclusion strategy with community partners.



GOAL

Connected, Engaged, and Diverse Communities

Foster cohesive, engaged and diverse communities where residents have equitable access to community resources, and the opportunity for a high quality of life.

OBJECTIVES

- **Promote Community Capacity through Engagement**

Engage residents and partners to invest in and model collaboration that builds community capacity to solve community issues.

- **Advance a More Inclusive and Equitable Durham**

Promote equitable access to community programs and services for all residents.

- **Make Durham more Affordable**

Identify and encourage initiatives to make Durham more affordable for all residents.

- **Cultivate Stronger Connections between Neighbors**

Create opportunities for residents to build relationships within their neighborhoods to foster social cohesion as Durham grows and changes.

OBJECTIVE

Promote Community Capacity through Engagement

Connected, Engaged, and Diverse Communities

INITIATIVES

- Develop an organizational engagement plan focused on building community capacity.
- Expand outreach to and engagement with residents who have limited English proficiency by developing and executing strategies specifically designed to build relationships and community trust.
- Connect residents to resources to identify and advance community priorities together.
- Partner with Durham Public Schools to better understand and address community issues as they pertain to Durham's youth and families.

OBJECTIVE

Advance a More Inclusive and Equitable Durham

Connected, Engaged, and Diverse Communities

INITIATIVES

- Facilitate the process of defining the terms “Equity” and “Inclusion” that the City will adopt, and work with departments to operationalize.
- Explore and implement strategies to better connect youth and their families to resources and programs.
- Planning when, where, and how we coordinate delivery of City of Durham services and investments at the neighborhood level to expand resident opportunities and increase equity.
- Identify and lower barriers for residents who are justice involved to access programs and services.

OBJECTIVE

Make Durham More Affordable

Connected, Engaged, and Diverse Communities

INITIATIVES

- Identify and reduce regulatory impediments to housing affordability.
- Develop and implement strategies to ensure housing and transportation services support affordability.
- Implement the five year Affordable Housing Plan.
- Increase the use of the Earned Income Tax Credit (EITC) and property tax exemptions.

OBJECTIVE

Cultivate Stronger Connections between Neighbors

Connected, Engaged, and Diverse Communities

INITIATIVES

- Utilize placemaking to facilitate natural interactions among community members to develop connections and build relationships.
- Target specific parks for multi-departmental community-based events. Use parks, centers, and programs to build relationships where multiple neighborhoods intersect.
- Invest in and create public art experiences – both downtown and in neighborhoods – that illuminate residents' history, sparks reflection and dialogue, and enhances daily life.
- Engage residents and community stakeholders to develop strategies to strengthen and stabilize neighborhoods.

A wooden boardwalk made of dark brown planks leads into a dense, vibrant green forest. The trees are tall with thick canopies, and sunlight filters through the leaves. The boardwalk is bordered by a simple metal railing on the right side.

GOAL

Sustainable Natural and Built Environment

Guide equitable, efficient, and environmentally sound investments in the City's built and green infrastructure assets.

OBJECTIVES

- **Invest in Sustainable Infrastructure**

Make intentional and sustainable infrastructure investments through comprehensive planning that considers the social, environmental, and economic life cycle costs.

- **Improve Mobility Networks**

Expand equitable access to transportation networks and facilities for all residents in Durham.

- **Create a More Sustainable Durham**

Protect and enhance the natural and built environment through programs, services, and community partnerships that foster a sustainable and resilient city.



OBJECTIVE

Invest in Sustainable Infrastructure

Sustainable Natural and Built Environment

INITIATIVES

- Evaluate and implement maintenance and replacement plans (Street, Park Amenities, Infrastructure and Fleet).
- Reduce energy consumption and expand life cycle of buildings with the use of building automation systems, sensors, and analytics.
- Develop a new Comprehensive Land Use Plan that aligns infrastructure, service standards, and capital and operational budgeting priorities with desired future land uses in Durham.



OBJECTIVE

Improve Mobility Networks

Sustainable Natural and Built Environment

INITIATIVES

- Invest in road network to increase the average Pavement Condition Index (PCI) rating of arterial and residential streets.
- Increase the usage of contracted sidewalk repair to achieve sidewalk repair targets.
- Provide an equitable, accessible, multi-modal transportation service that meets the needs of our growing community and consumer demands.
- Create a more walkable and bike friendly community.
- Expand and enhance trail network of the City.
- Encourage residents and commuters to utilize multi-modal transportation choices.



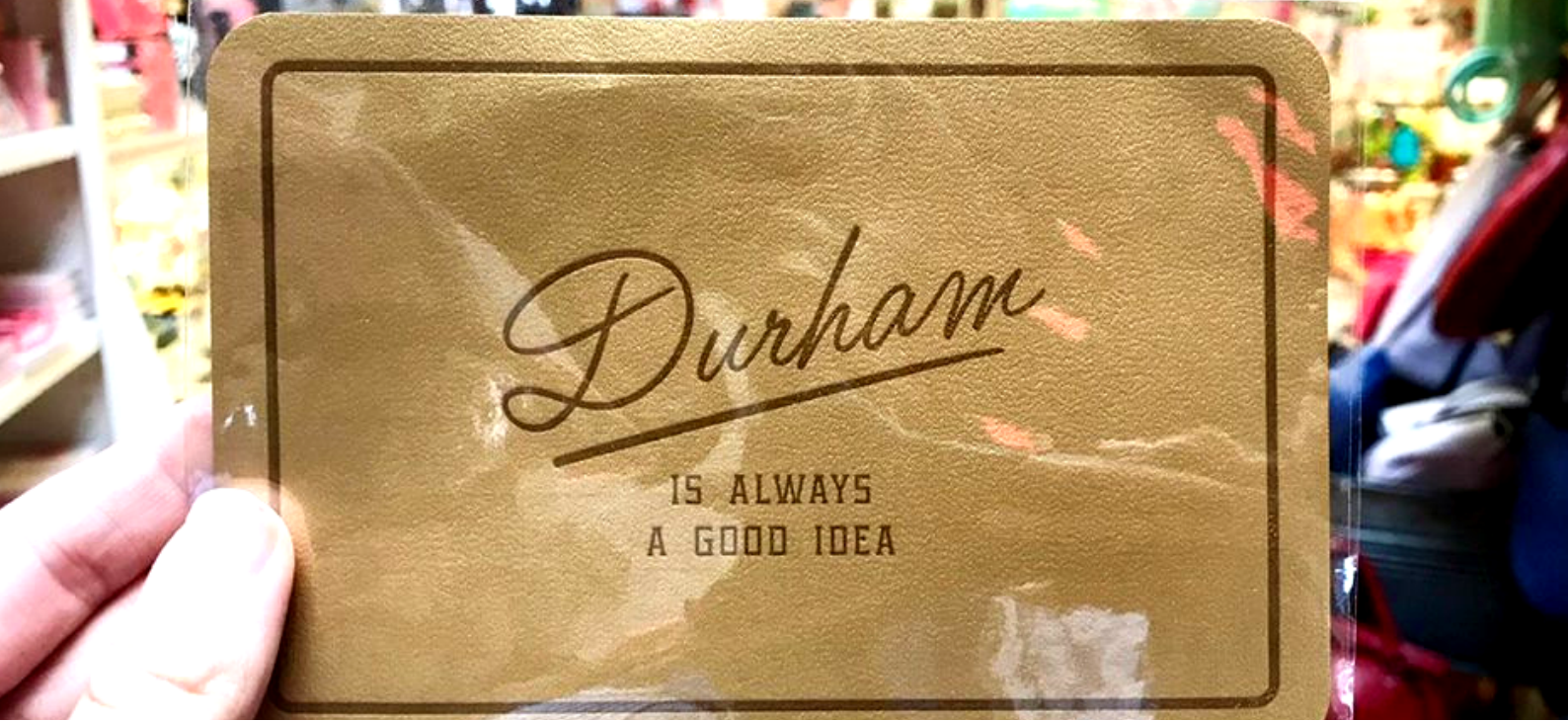
OBJECTIVE

Create a More Sustainable Durham

Sustainable Natural and Built Environment

INITIATIVES

- Increase amount of green infrastructure in the City of Durham by developing recommendations to reduce regulatory barriers.
- Pilot a cross-departmental composting effort to evaluate scalability of residential composting services.
- Develop and execute urban forestry management plan to achieve the City's goals and priorities for achieving equitable tree canopy goals.
- Improve water quality through stormwater and land use best practices.
- Implement and track progress of the Sustainability Roadmap.



Strategic Plan FY 2019-2021